

MAY 18 2022

10:00 AM

City of South Gate

CITY COUNCIL

AGENDA BILL

For the Regular Meeting of: May 24, 2022

Originating Department: Community Development

Department Director: Meredith Elguira ^(AB) Interim City Manager: Chris Jeffers ^(AE)
 Meredith T. Elguira Chris Jeffers

SUBJECT: AGREEMENT WITH OFFICE OF: OFFICE AND RESTORE NEIGHBORHOOD LA TO PREPARE ADU PLANS, ADU CUSTOMIZED CONSTRUCTION PLANS, AN ADU DESIGN MANUAL, AND COMMUNITY EDUCATION AND MARKETING PROGRAM

PURPOSE: To approve a Professional Services Agreement with Office of: Office (OOO) and Restore Neighborhood LA (RNLA) to prepare Accessory Dwelling Unit (“ADU”) plans, ADU customized construction plans, an ADU design manual, and community education and marketing program to help the City streamline and facilitate the production of Accessory Dwelling Units (ADU).

- RECOMMENDED ACTIONS:** The City Council will consider:
- a. Approving Professional Service Agreement with Office of: Office and Restore Neighborhood LA to prepare ADU Plans, ADU Customized Construction Plans, an ADU Design Manual, and Community Education and Marketing Program services in an amount not to exceed \$249,700;
 - b. Appropriating \$249,700 of LEAP Grant funds in account number 267-612-41-6101 (Professional Services); and
 - c. Authorizing the Mayor to execute the Professional Service Agreement in a form acceptable to the City Attorney.

FISCAL IMPACT: LEAP Grant funds, in the amount of \$249,700, will be included in the FY 2022/23 budget.

ANALYSIS: On January 31, 2022, staff advertised a Request for Proposal (RFP) for professional consultant firms to submit proposals to provide ADU design services, prepare an ADU manual, and provide marketing and public outreach services. The proposer applying was required to have significant experience in providing the necessary community assessments, cost analysis, design expertise, and public outreach required by the RFP. On February 28, 2022, the City received proposals from three firms: YNG Architects, RADAR, and OOO+RNLA. The proposals were reviewed by a five-member selection committee and were evaluated, in no particular order.

- The City’s review process emphasized the following criteria:
- 1. Demonstrated understanding and ability to complete the project

2. Background and experience of the project team
3. Project development and implementation approach
4. Response to all components of the RFP
5. Completion of similar projects on time
6. Project cost

Based on the RFP's evaluation criteria, OOO+RNLA was identified as being the most qualified firm that submitted for this RFP. OOO+RNLA implemented the City of Los Angeles' Neighborhood Stabilization Program, which acquired distressed properties, renovated them with energy efficient features, and sold or rented them to income-qualified households. In addition, OOO+RNLA, in partnership with the Mayor's Innovation Team and CD 1, launched an ADU Pilot Project that tested the viability of ADUs as a housing strategy, and tested how an ADU could be contextually designed, affordably built, and creatively financed to inform future ADU policy. The firm also produced an ADU Manual with different designs and associated costs that owners used to select their ADU. The team has also produced marketing materials and managed outreach for the Backyard Homes Affordable ADU Project that reached over 1,600 people in-person.

BACKGROUND: The City wishes to assist property owners, who are interested in constructing an ADU or converting a garage or portion of a house into an ADU but are hesitant due to a general lack of knowledge and familiarity with zoning and building codes, and the development permitting process. The City will provide, as an option to homeowners' "off-the-shelf" plans for Accessory Dwelling Units from which to choose from, thereby saving the property owner the cost of plans and a shorter permitting process. The ADU Plans will include pre-approved plans for studio, one-bedroom, and two-bedroom units, ranging in size between 200 square feet to 1,000 square feet. The City also plans to provide up to \$15,000 worth of design assistance to up to eight (8) property owners who agree to rent their ADU to Section 8 housing tenant for a period of time. The City will use a portion of the LEAP grant (\$133,800) to have the City's design consultant customize ADU Plans to comply with Planning and Building codes. The City is also seeking approval from the State to allow unused design funds from the \$15,000 to pay for building permits for the Section 8 units.

The City also wishes to develop an ADU manual that is heavily illustrated and can be used in a public outreach campaign to educate and inform the public of the City's ADU program. The manual will contain the architectural and construction plans, clearly labeled permitting flowchart, and a new ADU application form. The manual can be updated periodically to include available resources as they become available, such as the complimentary ADU on-line calculator, provided through a grant from the Chan Zuckerberg Initiative, which can estimate the construction cost, rental income for particular sized-ADUs within local jurisdictions. The ADU manual will be printed in Spanish and English and will be available online for download.

The goals of the proposed ADU Program:

1. Legalize illegally converted structures to safe habitable units
2. Educate homeowners about ADUs
3. Cut or eliminate design cost for the homeowners
4. Expedite the permitting approval process
5. Decrease Planning and Building backlogs caused by numerous ADU applications

6. Incentivize homeowners to rent to Section 8 tenants
7. Increase Section 8 Housing supply
8. Increase Section 8 Lease-ups.

The design consultant will meet with City staff concerning past and current experiences with ADU applications and construction. The design consultant will conduct an extensive community engagement plan to inform the public of the ADU prototypes and manual and provide grant-funded design services for ADU Customized Construction Plans for up to eight (8) property owners to obtain building permits for an ADU, or until the grant is exhausted. The City's goal is to cast a wide net across all residential neighborhoods to inform the community of the opportunities available to remediate unsafe living conditions and the benefits of constructing an ADU. City staff envisions the information campaign to include quarterly community workshops in targeted neighborhoods that have a high potential for ADUs and access to the design consultant at the public counter or through electronic submittal. The design consultant will provide bilingual marketing materials and articles for newsletters and social media.

ATTACHMENT: Proposed Agreement

**AGREEMENT FOR PROFESSIONAL SERVICES
TO PREPARE ADU PLANS, ADU CUSTOMIZED CONSTRUCTION PLANS, ADU
DESIGN MANUAL, AND COMMUNITY EDUCATION AND MARKETING
PROGRAM SERVICES BETWEEN THE CITY OF SOUTH GATE AND OFFICE OF:
OFFICE CORPORATION AND RESTORE NEIGHBORHOODS LA, INC.**

This Agreement for Professional Services to prepare ADU Plans, ADU Customized Construction Plans, an ADU Design Manual, and Community Education and Marketing Program Services (“Agreement”) is made and entered into on May 24, 2022, by and between the City of South Gate, a municipal corporation (“City”), on the one hand, and an unincorporated joint venture comprised of OFFICE OF: OFFICE CORPORATION, a California corporation (“OOO”), and RESTORE NEIGHBORHOODS LA, INC., a California nonprofit public corporation (“RNLA” and together with OOO, collectively “Consultant”) on the other hand. City and Consultant are sometimes hereinafter individually referred to as a “Party” and collectively as “Parties.”

RECITALS

WHEREAS, City desires to retain a qualified provider for certain services relating to preparing ADU Plans, ADU Customized Construction Plans, an ADU Design Manual, and Community Education and Marketing Program Services for the City of South Gate; and

WHEREAS, Consultant warrants to City that together they have the requisite skills, knowledge, qualifications, manpower and expertise to perform properly and timely the Professional Services under this Agreement; and

WHEREAS, based on such representation, City desires to contract with Consultant to perform the services as described in the Scope of Services attached hereto as Exhibit “A” of this Agreement.

NOW, THEREFORE, the Parties hereby agree as follows:

1. **SCOPE OF SERVICES.** City hereby engages Consultant, and Consultant accepts such engagement, to perform the services set forth in the Scope of Services as described in Exhibit “A” attached hereto and made part of this Agreement. The Scope of Services may be mutually amended from time to time by both Parties in writing. RNLA and OOO, shall be jointly and severally responsible for the Scope of Services.
2. **COMPENSATION FOR SERVICES.** The total amount of compensation for this Agreement shall not exceed the sum of **Two Hundred Forty-Nine Thousand Seven Hundred Dollars (\$249,700)** as described in Consultant’s proposal attached hereto as Exhibit “A.” City shall pay Consultant for its professional services rendered and costs incurred pursuant to this Agreement. No additional compensation shall be paid for any other expenses incurred, unless first approved in writing by the City Manager or his/her designee.

2.1 Consultant shall be required to attend meetings at City Hall as necessary in the delivery

of the projects. Travel time between Consultant's office and City Hall shall not be billable. Consultant may request an exemption on a case-by-case basis, which shall be subject to City approval.

2.2 Consultant shall be paid in accordance with the schedule included in Consultant's proposal attached hereto as Exhibit "A." City shall pay Consultant within thirty (30) days of receipt of a complete and valid invoice.

2.3 No payment made hereunder by City to Consultant, other than the final payment, shall be construed as an acceptance by City of any work or materials, nor as evidence of satisfactory performance by Consultant of its obligations under this Agreement.

3. TERM OF AGREEMENT. This Agreement will remain in effect for a period of two (2) years from the Effective Date (as defined in Section 7 below) or until project completion, unless otherwise expressly extended and agreed to by both Parties in writing, or terminated by either Party as provided herein.

4. CITY AGENT. The Community Development Director ("Director"), or her designee, for the purposes of this Agreement, is the agent for City. Whenever approval or authorization is required, Consultant understands that the Director, or her designee, has the authority to provide that approval or authorization.

5. CONFLICT OF INTEREST. Consultant, and each of them, represents that it presently has no interest and shall not acquire any interest, direct or indirect, in any real property located in the City which may be affected by the services to be performed by Consultant under this Agreement. Consultant, and each of them, further represents that in performance of this Agreement, no person having any such interest shall be employed by it. Within ten (10) days of knowing about any such conflict, Consultant agrees that it will immediately notify City of any other conflict of interest that may exist or develop during the term of this Agreement.

5.1 Consultant, and each of them, represents that no City employee or official has a material financial interest in Consultant's business. During the term of this Agreement and/or as a result of being awarded this contract, Consultant shall not offer, encourage or accept any financial interest in Consultant's business or in this Agreement by any City employee or official.

6. GENERAL TERMS AND CONDITIONS.

6.1 Termination for Convenience. City may terminate this Agreement at any time without cause by giving fifteen (15) days written notice to Consultant of such termination and specifying the effective date thereof. In that event, all finished or unfinished documents and other materials shall, at the option of City, become its property. If this Agreement is terminated by City as provided herein, Consultant will be paid the total amount of its costs as of the termination date. In no event shall the

amount payable upon termination exceed the total maximum compensation provided for in this Agreement.

6.2 Termination for Cause.

6.2.1 City may, by written notice to Consultant, terminate the whole or any part of this Agreement in any of the following circumstances:

- a. If Consultant fails to perform the services required by this Agreement within the time specified herein or any authorized extension thereof; or
- b. If Consultant fails to perform the services called for by this Agreement or so fails to make progress as to endanger performance of this Agreement in accordance with its terms, and in either of these circumstances does not correct such failure within a period of ten (10) days (or such longer period as City may authorize in writing) after receipt of notice from City specifying such failure.

6.2.2 In the event City terminates this Agreement in whole or in part as provided above in Subsection 6.2.1, City may procure, upon such terms and in such manner as it may deem appropriate, services similar to those terminated.

6.2.3 If this Agreement is terminated as provided above in Subsection 6.2.1, City may require Consultant to provide all finished or unfinished documents, data, studies, drawings, maps, photographs, reports, films, charts, sketches, computations, surveys, models, or other similar documentation prepared by Consultant. Upon such termination, Consultant shall be paid an amount equal to the value of the work performed. In ascertaining the value of the work performed up to the date of termination, consideration shall be given to both completed work and work in progress, to complete and incomplete drawings, and to other documents whether delivered to City or in possession of Consultant, and to authorized reimbursement expenses.

6.2.4 If, after notice of termination of the Agreement under the provisions of Subsection 6.2.1 above, it is determined, for any reason, that Consultant was not in default, or that the default was excusable, then the rights and obligations of the Parties shall be the same as if the notice of termination had been issued pursuant to Subsection 6.1 above.

6.3 Non-Assignability. Consultant shall not assign or transfer any interest in this Agreement without the express prior written consent of City.

6.4 Non-Discrimination.

- 6.4.1** Consultant shall not discriminate against any employee, subcontractor, or applicant for employment because of race, creed, gender, gender identity (including gender expression), color, religion, ancestry, sexual orientation, national origin, disability, age, marital status, family/parental status, or veteran/military status, in the performance of its services and duties pursuant to this Agreement and will comply with all applicable laws, ordinances and codes of the Federal, State, and County and the City governments. Consultant will take affirmative action to ensure that subcontractors and applicants are employed, and that employees are treated during employment without regard to their race, color, religion, ancestry, sex, national origin, disability, or age. Consultant will take affirmative action to ensure that all employment practices, including those of any subcontractors retained by Consultant to perform services under this Agreement, are free from such discrimination. Such employment practices include, but are limited to: hiring, upgrading, demotion, transfer, recruitment, recruitment advertising, layoff, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship.
- 6.4.2** The provisions of Subsection 6.4.2 above shall be included in all solicitations or advertisements placed by or on behalf of Consultant for personnel to perform any services under this Agreement. City shall have access to all documents, data, and records of Consultant and its subcontractors for purposes of determining compliance with the equal employment opportunity and non-discrimination provisions of this Section, and all applicable provisions of Executive Order No. 11246 (relating to federal restrictions against discriminatory practices) is available for review and on file with the City Clerk's Office.
- 6.5 Insurance.** Consultant shall submit to City, certificates indicating compliance with the following minimum insurance requirements no less than one (1) day prior to beginning of performance under this Agreement:
- 6.5.1** Workers Compensation Insurance as required by law. Consultant shall require all subcontractors similarly to provide such workers' compensation insurance for their respective employees.
- 6.5.2** Comprehensive general and automobile liability insurance protecting Consultant in amounts not less than \$1,000,000 for personal injury to any one person, \$1,000,000 for injuries arising out of one occurrence, and \$500,000 for property damages or a combined single limit of \$1,000,000, with an aggregate of \$2,000,000. Each such policy of insurance shall:
- a. Be issued by a financially responsible insurance company or companies admitted and authorized to do business in the State of California or which

is approved in writing by City.

- b. Name and list as additional insured the City, its officers and employees.
- c. Specify its acts as primary insurance.
- d. Contain a clause substantially in the following words: "It is hereby understood and agreed that this policy shall not be canceled except upon thirty (30) days prior written notice to City of such cancellation or material change."
- e. Cover the operations of Consultant pursuant to the terms of this Agreement.

6.6 Indemnification. Consultant agrees to indemnify, defend and hold harmless City and/or any other City agency, including other employees, officers and representatives, for/from any and all claims or actions of any kind asserted against City and/or any other City agency arising out of Consultant's (including Consultant's employees, representatives, products and subcontractors) negligent performance under this Agreement, excepting only such claims or actions which may arise out of sole or active negligence of City and/or any other City agency, or any third parties not acting on behalf of, at the direction of, or under the control of Consultant.

6.7 Compliance with Applicable Law. Consultant and City shall comply with all applicable laws, ordinances, and codes of the Federal, State, County and City governments, without regard to conflict of law principles.

6.8 Independent Contractor. This Agreement is by and between City and Consultant and is not intended, nor shall it be construed, to create the relationship of agency, servant, employee, partnership, joint venture, or association, as between City and Consultant.

6.8.1 Consultant shall be an independent contractor and shall have no power to incur any debt or obligation for or on behalf of City. Neither City nor any of its officers or employees shall have any control over the conduct of Consultant, or any of Consultant's employees, except as herein set forth, and Consultant expressly warrants not to, at any time or in any manner, represent that it, or any of its agents, servants or employees are in any manner employees of City, it being distinctly understood that Consultant is and shall at all times remain to City a wholly independent contractor and Consultant's obligations to City are solely such as are prescribed by this Agreement.

6.8.2 Indemnification of CalPERS Determination - In the event that Consultant or any employee, agent, or subcontractor of Consultant providing services under this Agreement claims or is determined by a court of competent jurisdiction or

CalPERS to be eligible for enrollment in CalPERS as an employee of City, Consultant shall indemnify, defend, and hold harmless City for the payment of any employee and/or employer contributions for CalPERS benefits on behalf of Consultant or its employees, agents, or subcontractors, as well as, for the payment of any penalties and interest on such contributions which would otherwise be the responsibility of City.

6.8.3 Business License Required. According to Title 2.08.40 of the South Gate Municipal Code, a business license will be required prior to doing business within the City, even if the business is located outside of the City. Verification of a valid South Gate business license will be required prior to start of work and any fees associated with the acquisition or maintenance of such business license shall be the sole responsibility of Consultant.

6.9 Consultant's Personnel.

6.9.1 All services required under the Agreement will be performed by Consultant, or under Consultant's direct supervision, and all personnel shall possess the qualifications, permits and licenses required by State and local law to perform such services, including, without limitation, a City of South Gate business license as required by the South Gate Municipal Code.

6.9.2 Consultant shall be solely responsible for the satisfactory work performance of all personnel engaged in performing services required by this Agreement, and compliance with all reasonable performance standards established by City.

6.9.3 Consultant shall be responsible for payment of all employees' and subcontractors' wages and benefits and shall comply with all requirements pertaining to employer's liability, workers' compensation, unemployment insurance and Social Security.

6.9.4 Consultant shall indemnify and hold harmless City and all other related entities, officers, employees and representatives from any liability, damages, claims, costs, and expenses of any nature arising from alleged violations of personnel practices or of any acts of omissions by Consultant in connection with the work performed arising from this Agreement.

6.10 Copyright. No reports, maps or other documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of Consultant.

6.11 Legal Construction.

6.11.1 This Agreement is made and entered into in the State of California and shall in

all respects be interpreted, enforced, and governed under the laws of the State of California without regard to conflict of law principles.

6.11.2 This Agreement shall be construed without regard to the identity of the persons who drafted its various provisions. Each and every provision of this Agreement shall be construed as though each of the parties participated equally in the drafting of same, and any rule of construction that a document is to be construed against the drafting party shall not be applicable to this Agreement.

6.11.3. The article and section, captions and headings herein have been inserted for convenience only and shall not be considered or referred to in resolving questions of interpretation or construction.

6.11.4. Whenever in this Agreement the context may so require, the masculine gender shall be deemed to refer to and include the feminine and neuter, and the singular shall refer to and include the plural.

6.12 Counterparts. This Agreement may be executed in counterparts and, as so executed, shall constitute an agreement which shall be binding upon all Parties hereto.

6.13 Final Payment Acceptance Constitutes Release. The acceptance by Consultant of the final payment made under this Agreement shall operate as and be a release of City from all claims and liabilities for compensation to Consultant for anything done, furnished, or relating to Consultant's work or services. Acceptance of payment shall be any negotiation of City's check or the failure to make a written extra compensation claim within ten (10) calendar days of the receipt of that check. However, approval or payment by City shall not constitute, nor be deemed, a release of the responsibility and liability of Consultant, its employees, sub-consultants and agents for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by City for any defect or error in the work prepared by Consultant, its employees, sub-consultants and agents.

6.14 Corrections. In addition to the above indemnification obligations, Consultant shall correct, at its expense, all errors in the work which may be disclosed during City's review of Consultant's report or plans. Should Consultant fail to make such correction in a reasonably, timely manner, such correction shall be made by City, and the cost thereof shall be charged to Consultant.

6.15 Files. All files of Consultant pertaining to City shall be and remain the property of City. Consultant will control the physical location of such files during the term of this Agreement and shall be entitled to retain copies of such files upon termination of this Agreement.

- 6.16 Waiver; Remedies Cumulative.** Failure by a Party to insist upon the performance of any of the provisions of this Agreement by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such Party's right to demand compliance by such other Party in the future. No waiver by a Party of a default or breach of the other party shall be effective or binding upon such a Party unless made in writing by such Party, and no such waiver shall be implied from any omissions by a Party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a Party under this Agreement, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.
- 6.17 Mitigation of Damages.** In all such situations arising out of this Agreement, the Parties shall attempt to avoid and minimize the damages resulting from the conduct of the other Party.
- 6.18 Severability.** If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void, or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.
- 6.19 Attorneys' Fees.** The Parties hereto acknowledge and agree that each will bear his or its own costs, expenses and attorneys' fees arising out of and/or connected with the negotiation, drafting and execution of the Agreement, and all matters arising out of or connected therewith except that, in the event any action is brought by any Party hereto to enforce this Agreement, the prevailing Party in such action shall be entitled to reasonable attorneys' fees and costs in addition to all other relief to which that Party or those Parties may be entitled.
- 6.20 Entire Agreement and Amendments.** This Agreement constitutes the whole agreement between City and Consultant, and neither party has made any representations to the other except as expressly contained herein. Neither party, in executing or performing this Agreement, is relying upon any statement or information not contained in this Agreement. Any amendments, changes or modifications to this Agreement must be made in writing and appropriately executed by both City and Consultant.
- 6.21 Notices.** Any notice required to be given hereunder shall be deemed to have been given by email transmission with confirmation of delivery and depositing said notice in the United States mail, postage prepaid, and addressed as follows:

TO CITY:

City of South Gate
Meredith T. Elguira, Director of Comm Development
8650 California Avenue
South Gate, CA 90280
Email: melguira@sogate.org
TEL: (323)563-9566

WITH COURTESY COPY TO:

City of South Gate
Raul Salinas, City Attorney
8650 California Avenue
South Gate, CA 90280
Email: rsalinas@sogate.org
TEL: (323)563-9538

TO CONSULTANT:

Hector Rodriguez, AIA
Co-Founder & Director of Architecture
Office of: Office Corporation
3360 N San Fernando Rd #1024
Los Angeles, CA 90065
hector@officeofoffice.com
(213) 282-8123

John Perfitt
Executive Director
Restore Neighborhoods LA, Inc.
180 South Citrus Avenue
Los Angeles, CA 90036
johnperfitt@mac.com
(213) 321-1870

6.22 Warranty of Authorized Signatories. Each of the signatories hereto warrants and represents that he or she is competent and authorized to enter into this Agreement on behalf of the Party for whom he or she purports to sign.

6.23 Consultation with Attorney. Consultant warrants and represents that it has consulted with an attorney or knowingly and voluntarily decided to forgo such a consultation.

6.24 Interpretation Against Drafting Party. City and Consultant agree that they have cooperated in the review and drafting of this agreement. Accordingly, in the event of any ambiguity, neither Party may claim that the interpretation of this Agreement shall be construed against either Party solely because that Party drafted all or a portion of this Agreement, or the clause at issue.

7. EFFECTIVE DATE. The effective date of this Agreement is May 24, 2022.

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed and attested by their respective officers thereunto duly authorized.

CITY OF SOUTH GATE:

By: _____
Al Rios, Mayor

Dated: _____

ATTEST:

By: _____
Chris Jeffers, Deputy City Clerk
(SEAL)

APPROVED AS TO FORM:

By: Raul Salinas ^(RS)
Raul F. Salinas, City Attorney

OFFICE OF: OFFICE CORPORATION,
a California corporation

By: _____
Hector Rodriguez

Dated: _____

RESTORE NEIGHBORHOODS LA, INC.,
a California nonprofit public benefit corporation

By: _____
John Perfitt

Dated: _____

Request For Proposal For

**Design Services for Accessory Dwelling Unit
(ADU) Plans & ADU Design Manual**

City of South Gate

Submitted By:

Office of: Office
3360 N San Fernando Rd #1024
Los Angeles, CA 90065
Officeofoffice.com
hector@officeofoffice.com
(213) 282-8123

Restore Neighborhoods LA
315 W 9th St #501
Los Angeles, CA 90015
Rn-la.org
jperfitt@rn-la.org
(213) 321-1870





Meredith Elguira
 Director of Community Development
 City of South Gate
 8650 California Ave.
 South Gate, CA 90280

28 February 2022

Dear Ms. Elguira,

As a joint venture between **Office of: Office** (OOO) and **Restore Neighborhoods LA** (RNLA), and in collaboration with our curated team of professionals, we are pleased to submit our response to the Accessory Dwelling Unit (“ADU”) Plans & ADU Design Manual Request for Proposals by the City of South Gate.

OOO is an interdisciplinary organization that translates community vision into neighborhood projects by using policy and architecture to help people see themselves in the places they live. RNLA is a non-profit affordable housing innovation organization specializing in the development & construction of small-scale affordable housing projects. Our collaboration uniquely positions us to better navigate the complexity embedded in the work of transforming our communities. Together, we are not only experts but pioneers when it comes to the landscape of development, policy and construction regarding ADUs.

Addressing today’s complex urban challenges requires a deep commitment to working across sectors and issues. We are excited by the prospect of working with the city of South Gate to address their housing needs and streamline the development of affordable and contextual ADUs. We have committed ourselves to this scale of housing because we believe in it’s potential to be an essential strategy in addressing our region’s housing needs. Our values and our technical ADU expertise makes OOO & RNLA uniquely well-positioned to serve as the consultant for this project.

Thank you for the opportunity to submit our proposal for your consideration.

Sincerely,

Hector Rodriguez AIA
 Co-Founder & Director of Architecture
 Office of: Office, Corp.

John Perfitt
 Executive Director
 Restore Neighborhoods LA, Inc.



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1 WORK PROPOSAL

A. Project Understanding

We understand that the City of South Gate is seeking professional services to develop Accessory Dwelling Unit (ADU) Conceptual Plans, an ADU Design Manual, education and marketing outreach services, and ADU Construction Plans for building permits. For OOO and RNLA, our approach begins with working collaboratively with clients and project partners to set clear goals that maximize impact. Using design-thinking as an approach, we create a structured process that supports the diverse perspectives and deep knowledge of our partners that translate into creative and realistic solutions. This means we start every project without any preconceived notions of what the answers are and instead immerse ourselves in the context of the project to elevate and uncover local and sustainable solutions. We are also inspired by constraints and leverage existing resources and experience when proposing any recommendations or strategies.

The OOO and RNLA team have significant experience designing, permitting, and building ADUs and are intimately familiar with the State requirements and HCD guidance regarding ADUs. Additionally, the team possesses significant policy experience with ADUs over the last five years. This experience is combined with the team's significant community engagement experience. Working directly with neighbors, leaders, business owners, and organizations in the local community we ensure our programs and designs are reflective of each city's unique values and circumstances. Our process and recommendations are clear and actionable. We place great value in our projects being well managed, on-time, within the allocated budget, with clearly communicated and defined expectations and findings.

B. Task Breakdown

The proposed scope of work will be conducted within a 12-month project schedule from May 15, 2022 to May 30, 2023, with the last day to submit billable hours being June 30, 2023. Below we have included a written **Work Proposal** based on the scope of work. The project schedule milestones, community meetings, and city meetings are included in **TIMELINE & BUDGET**.

Building upon our extensive experience with ADUs in the Los Angeles area, we begin each project by establishing a clear understanding of our client's goals, priorities and specific request for deliverables. We then develop and implement a clear work plan with milestones and timelines. Through our iterative process we will evaluate and amend any work processes that are not best serving the stated goals of the project.



T.1 Project Management

We understand the importance of proper communication to ensure that the sharing of ideas and information is clear and consistent. We propose a **City Management Meeting** (CMM) with City Staff, via Zoom, at each milestone as outlined below and in the project schedule. At the beginning of the project we propose a project kick-off meeting (**CMM #1**) with City staff and the project team to review the project goals, timeline, and work plan. During this meeting will dedicate the second half to a virtual **Working Session** to discuss ADU trends from City staff. We propose a total of five (5) meetings over the course of the project with City staff.

- CMM #1 - Project kick-off meeting & working session on ADU trends
- CMM #2 - Share ADU best practices, guiding concepts, & draft ADU Plans
- CMM #3 - Review the final Design Manual, ADU plans & marketing materials
- CMM #4 - Review identified property owners for customized construction plans
- CMM #5 - Confirm Education & Marketing Plan

Deliverables:

- Milestone meetings with City Staff and a memorandum that includes meeting agenda, summary, goals, schedules, etc.

T.2 Accessory Dwelling Unit Plans

ADU Research and Analysis

One of the main objectives of this task is to analyze ADU development, City regulatory frameworks, and ADU construction incentives in order to identify barriers, opportunities, and possible improvements for the City of South Gate ADU housing production. For this task we will **conduct a policy analysis** and collect information on various local and state housing policies relevant to ADU production. Namely, policies related to: ADU ordinances, ADU pre-approved plan programs, municipal code, general plan, zoning amendments, and permitting/inspection processes. We will work with City staff to evaluate ADU trends, challenges, opportunities, planning/permitting timeframes and production over the last 5 years at **CMM #1**. Next, the team will research and synthesize information on affordable ADU construction incentive programs available for the construction of income restricted ADUs. We will then synthesize the City's regulation and ADU application processes, comparing each to those of other cities with similar contexts and populations. We will use this analysis to develop recommendations for ADU best practices which will be documented in a findings and recommendations memorandum. To conclude this task, we will share the memorandum via email, and answer questions about the findings at **CMM #2**.

Guiding Concepts

The RNLA and OOO team have the organizational capacity and experience to develop and complete permit-ready plans of up to eight (8) different ADU prototypes. The ADU plan variety will consist of three (3) garage conversions within the existing garage footprint



(studio, one-bedroom, two-bedroom), two (2) garage conversions/expansions, and three (3) stand-alone, new construction ADUs (studio, one-bedroom, two-bedroom), and will prioritize contextual architectural details, affordable construction, and design excellence. For this task we will **develop guiding concepts** for the **ADU Plans**. The guiding concepts will set design criteria for the ADU Plans including but not limited to layout, sizes, height, architectural style, and sustainability features. The guiding concepts will be influenced by the **ADU Research and Analysis**. The team has previous experience in both developing prototypes and pre-approved plans and advising cities on this process.

ADU Plans & Design Manual

Next, after developing the guiding concepts, we will begin the **design process for the ADU Plans** utilizing our architecture, policy, permitting and construction expertise to craft ADU plans that optimize efficiency and livability. We will start by drafting the initial designs for the (8) unit types, this includes a floor plan, elevations, section, roof plan, and perspectives. Our structural consultant will then produce a schematic structural analysis for each unit type. We will then develop the designs by proposing material finishes, and exterior styles consistent with the South Gate context. We will maintain a total ADU development budget, including a construction cost estimation during the design process. Finally, we will share the ADU best practices, guiding concepts and draft ADU Plans at **CMM #2**. At this milestone we propose presenting to city officials, focusing on education of the ADU Plan Program and share-out of our methodologies. After receiving feedback we will complete the schematic design drawings for each ADU Plan and a **Design Manual**. The set will include: fully dimensioned plans, floor plan, roof plan, elevations, material callouts, plot plan, and Title 24 energy compliance calculations along with a written narrative of the design features. The **Design Manual** will be designed as an informational tool to increase the public's awareness and understanding of ADUs and the ADU Plans program and will include the ADU Plans, narratives, costs, and permitting/construction process and flowchart. We will utilize our graphic design expertise to create an accessible manual in both Spanish and English by our bilingual staff. Finally, we will review the completed Design Manual and full set of conceptual ADU plans with City staff at **CMM #4**. At this milestone we propose presenting the ADU Plans and ADU Design Manual to either the city planning commission or city council for approval. At the conclusion of this task, the approved content will be packaged and submitted to the City.

ADU Customized Construction Plans

During the first half of the project timeline we will provide ADU Technical Assistance (TA) to property owners identified by City staff to prepare site specific construction plans in compliance with applicable codes and regulations. Once the ADU Plans have been confirmed we will meet with City staff to review identified property owners to develop a "participant and plans development process" at **CMM #5**. The City will provide a list of applicants and their addresses. The OOO and RNLA team will first conduct a project-specific **feasibility study** as a part of this process to help assess the spatial, legal, and financial viability of each case. To conduct this study we first analyze existing conditions of the sites to **develop a proposal** within the owner's budget. The proposal will require the owner's confirmation before construction plans are drafted. Next our California



licensed architect and structural engineer will complete the construction plans for permit submission. The set will include: fully dimensioned plans, floor plan, roof plan, elevations, material callouts, updated plot plan, Title 24 energy compliance calculations, structural drawings, and structural calculations. This proposal includes the TA of between 5-10 applicants/addresses, to be discussed with the City. Once all property owners have been vetted we will prepare a memorandum documenting the TA process and findings, as well as a program proposal to monitor and record ADU data from selected owners receiving assistance.

Educational and Marketing Material

After developing the guiding concepts, RNLA and OOO prepare a series of diagrams and literature that will be used as promotional material for the City’s website and outreach. These materials will cover the ADU Plan program and ADU plan check process and will include flow charts displaying the permitting steps, flyers, ADU Application Form and Checklist, and other literature. Our policy experience means that our team is skilled in understanding the best ways to communicate ADU policies and complex processes through writing, diagrams, images, and maps. The materials will first be shared at **CMM #3**. Feedback from the meeting will be incorporated, and the final materials will be shared with the completed ADU Plans and Design Manual.

Deliverables:

- ADU Plans and ADU Customized Construction Plans, ADU Design Manual, ADU Application Form and Checklist, and marketing materials.

T.3 Environmental Review

As stated in the RFP, the City shall be responsible for CEQA compliance, therefore tasks assigned by the City to the Consultant concerning CEQA compliance will be considered outside of the scope of the project and will be billed at an hourly basis of \$100/Hr.

T.4 Adoption of ADU Plans

We propose presenting at two (2) meetings with City officials for the purposes listed below. We will budget for one (1) additional meeting in the case that additional revisions are needed to gain City Council approval.

- Meeting #1 - Share the guiding concepts, & draft ADU Plans
- Meeting #2 - Seek approval for the Design Manual & final ADU plans

Deliverables:

- Input to staff reports, presentations and, revised or updated ADU Plans. Final drafts shall be delivered in multiple formats as requested by city staff.



T.5 Community Education and Marketing Program

OOO and RNLA will design an effective and approachable community education and marketing program (CEMP) to provide support, transparency, and clarity for the community and simplify outreach efforts by the city. The goal of the CEMP is to engage property owners, realtors, and professional groups to bring awareness of the City's ADU initiative. This CEMP will highlight how the ADU plans and Design manual will streamline the plan review/permitting process, and save the property owner financial expense. We are proposing building a robust digital outreach strategy to engage the community in educational and marketing products, as well as the organization of four (4) virtual or in-person workshops on a quarterly basis after assessing the availability of resources with the city and evaluating safety risks related to the COVID-19 pandemic. The workshops should be a tool to educate the community about housing and ADU-related issues, and can follow a logical progression from broader themes to specific topics. The following is a draft proposal of potential topics:

- **Workshop #1: Housing Markets in South Gate**
Introduction to housing dynamics and trends in the city and in LA County
- **Workshop #2: What is an ADU?**
Introduction to ADU typology, policies, and case studies around the country
- **Workshop #3: ADU Permitting Process**
Explanation of the ADU permitting process
- **Workshop #4: Designing your ADU**
Presentation of guiding concepts, design manual and ADU prototypes

We understand that in-person may signify a higher level of engagement, while also posing challenges with time, money, and the wellbeing of attendees. In the past, we have solved similar quandaries through creative problem solving that balances the need for safety, time and resources while being aware of the accessibility to technology by community members. We are able to adapt our outreach strategy to changes in format without sacrificing our set goals. On similar projects, we have established strong relationships with community-based organizations who operate on the ground. This model of coalition building can help us shape partnerships that widen our reach and promote initiatives by the City. It may also allow us to build capacities in the community around housing-related subjects. After confirming the participating organizations, we will launch the outreach strategy. We have extensive experience with coalition building, partner coordination, and program communication that may take the form of emails, phone calls, meetings, memos, and more. When needed, we are able to design and prepare messaging guidelines for public notifications: news articles, social media posts, and similar literature.

Finally, we will document and synthesize the outreach program and prepare a memorandum that will summarize the CEMP. As an organization with a track record for excellent design — especially as it relates to breaking down complex issues in a short, graphic, and compelling manner — we will create a user-friendly final report that will allow city officials to understand and disseminate the outreach program.



Deliverables:

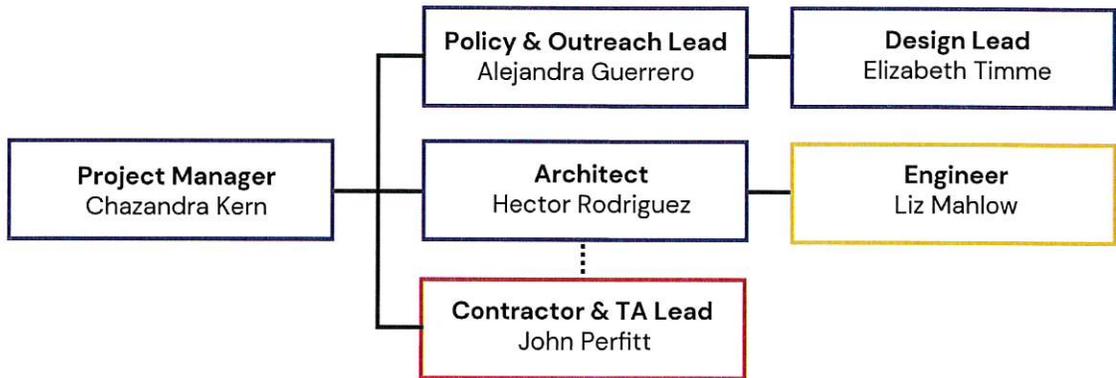
- A comprehensive Community Education and Marketing Plan developed with City staff and outreach materials including but not limited to news articles, fact sheets, content for social media posts and city website.
- A memorandum summarizing the outreach effort approach, strategies, and statistics.

2 PROJECT TEAM

OOO & RNLA have carefully assembled a team of professionals with the expertise and experience to respond specifically to the City of South Gates’s ambitions for it’s ADU plans and ADU Design Manual, and planned outreach.

A. Project Team Organization

The following flowchart illustrates the structure of our joint venture, personnel roles and our interaction with our sub-consultants. The key staff person responsible for project management will be Chazandra Kern.



B. Team Composition & Key Staff

Our team structure allows us to allocate staffing resources to meet the project’s schedule. We will coordinate our internal staffing schedule to ensure the members of our team are readily available and committed to the scope as outlined in this proposal. Our project team is composed of the following individuals. To demonstrate how OOO & RNLA meet the qualifications set forth by the proposal, the resumes for the key staff members have been included in the following pages.



Key Staff Members (Prime Consultants)

Chazandra (Chaz) Kern, Director of Programs and Outcomes, OOO

Project Role: **Project Manager**

Availability: 30% weekly

As lead Project Manager, Chazandra’s role will include managing the project budget, schedule, communications, documents and staffing plan. She will lead the strategy for the outreach plans and the communications with government partners and local agencies.

Hector Rodriguez AIA, Director of Architecture, OOO

Project Role: **Architect**

Availability: 30%-40% weekly

A licensed Architect in the state of California, Hector will lead our Architectural efforts including providing typical architectural services from pre-design to construction documentation.

Elizabeth Timme, Director of Design & Development, OOO

Project Role: **Design Lead**

Availability: 25% weekly

As lead graphic designer, Elizabeth’s role will include: the creation of a visual language, infographics, and the production of reports and memorandums. She will also create accessible documents for community and agency engagement to communicate data and findings.

Alejandra Guerrero, Director of Urban Planning & Policy, OOO

Project Role: **Policy & Outreach Lead**

Availability: 30% weekly

As lead ADU research, outreach, and policy analyst, Alejandra’s role will include: the development of reports and memorandums that analyze ADU policy, trends in production and best practices. She will also lead the creation of community education strategies and documents.

John Perfitt, Executive Director, RNLA

Project Role: **Contractor & Technical Assistance Lead**

Availability: 50% weekly

As Technical Assistance Lead, John’s role will include: ADU cost estimations, plan and review. He will also lead the participant evaluation process conducting site feasibility studies, homeowner interviews, site visits, and developing proposals for identified owners. John is a licensed contractor in the state of California and has built 10+ ADUs in Southern California.

Sub Consultants

Liz Mahlow, Principal, *Nous Engineering*

Project Role: **Structural Engineer**

Availability: 50% weekly

A licensed Structural Engineer in the state of California, Liz will lead the structural feedback and structural design process of each ADU from the schematic phase to construction documentation.



Chazandra (Chaz) Kern

Director of Programs, Office of: Office



Education

University of Oregon
Eugene, OR
Housing Specialization
M.Arch, 2017

Arizona State University
Tempe, AZ
B. Arch, 2015

Accreditations & Leadership

2022 SCAG Los Angeles
County Housing Policy
Leadership Academy

HUD Fair Housing Training
Certification

Southern California Edison -
Zero Net Energy Design
Residential Certificate

*Pre-approved Plans Working
Group for ADUs*
Casita Coalition

Chaz Kern is a second generation Filipino-American designer, fabricator, and co-founder of Office: of Office. Chaz has been named on Cultured Magazine's inaugural Young Architects list of 2021, is a core organizer with Design As Protest, and has been invited to guest lecture at Rice University, University of Oregon, SCI-Arc, and UC Berkeley.

Chaz has previously worked at LA Más as a program manager and design lead, focusing primarily on the non-profit's alternative affordable housing work. She received a Master of Architecture from the University of Oregon with a specialization in housing, and a Bachelor in Architectural Studies from Arizona State University.

Professional Experience

Office of: Office | Los Angeles, CA
Co-Founder, Director of Programs & Outcomes, 2021-current

LA-Más | Los Angeles, CA
Design Lead & Project Manager, 2019-2022
Design & Engagement Associate, 2018 - 2019
Design Fellow, 2017

Koss Design + Build | Phoenix, AZ
Architectural Intern, 2015

Lathrop Construction | Benicia, CA
Project Engineer, 2014



Hector Rodriguez AIA

Director of Architecture, Office of: Office



Hector Rodriguez is a licensed architect in the state of California, and co-founder of Office: of Office.

Hector leads the architectural design efforts for the office. Hector works with our clients and consultants to ensure that the initial project concept is well-articulated in every detail through completion of construction. His hands-on participation through all phases of design and construction and expertise with construction materials, building regulations, and cost benefit analysis have proven invaluable to owners through cost savings while maintaining high design quality.

Previously, Hector has worked at FSY Architects designing multiple 50+ unit affordable housing projects. Recently, Hector was the Project Manager at United Dwelling, managing the design, development, and installation of over 30 pre-manufactured modular Accessory Dwelling Units. Hector received a Master of Architecture degree from the University of Oregon with a housing specialization, and a Bachelor in Architectural Studies from Arizona State University.

Education

University of Oregon
Eugene, OR
Housing Specialization
M.Arch, 2017

Arizona State University
Tempe, AZ
B. Arch, 2015

Registrations

Architect | #C-39395
State of California, 09/21

Accreditations & Leadership

American Institute of Architects (AIA)

Professional Experience

Office of: Office | Los Angeles, CA
Co-Founder, Director of Architecture, 2021-current

United Dwelling | Los Angeles, CA
Project Manager, 2020-2021

FSY Architects | Los Angeles, CA
Designer, 2018-2020

LA-Más | Los Angeles, CA
Install Manager, 2017



Elizabeth Timme

Director of Design + Development, Office of: Office



Elizabeth, co-founder of Office of Office, is a third generation architect born in Texas and raised in Los Angeles. Elizabeth has been named an Emerging Voice by the Architecture League, Women of the Year by Los Angeles Magazine, Curbed's Young Gun of the Year, Next City Vanguard 2019 (recipient of the Vanguard Big Idea Challenge,) and Exhibit Columbus Washington Street Civic Leader. She is currently an adjunct teacher at Cal Poly Pomona and has taught at Woodbury and Harvard Universities.

Education

Harvard University
Cambridge, MA
Master of Architecture
M.Arch II, 2010

University of Southern
California
Los Angeles, CA
B.Arch, 2005

Leadership

Re:Code LA / Zoning Advisory
Committee Member
2013 - Present

Woodbury University School
of Architecture, Agency for
Civic Engagement (ACE)
Center, Associate Professor
2013 - 2015

Harvard University School
of Public Health
Guest Lecturer, 2011

When not on juries or teaching Elizabeth writes in journals and publications like Manifest Journal, Log 48, and Tablula Plena. Previously, Elizabeth co-founded and co-directed LA-Más, a community development non-profit, where she led numerous projects and initiatives.

Professional Experience

Office of: Office | Los Angeles, CA
Co-Founder, Director of Design & Development, 2021-current

LA-Más | Los Angeles, CA
Co-Founder, Co-Executive Director, 2012 - 2022

MASS Design Group | Cambridge, MA
Head of US Operations, 2009 - 2012

Ball-Nogues Studio | Los Angeles, CA
Construction Administration, 2009

Zimmer Gunsul Frasca | Los Angeles, CA
Junior Architect, 2005 - 2008



Alejandra (Ale) Guerrero

Director of Planning + Policy, Office of: Office



Alejandra, co-founder of Office of Office, was born and raised in northern Mexico. She currently advises international agencies, local governments, and community-led organizations in urban policy matters. She previously worked as the assistant manager of urban regeneration at Mexico's leading housing authority, INFONAVIT, as a community engagement and design fellow in LA-Más, and as a lecturer of sociology, urban planning, and architecture at the University of Monterrey and Carolina University.

Education

University of Oxford
Oxford, England
Doctor of Philosophy in
Urban Sustainable
Development
DPhil USD, *Candidate*

UCL
London, UK
M.Arch, 2019

UCLA
Los Angeles, CA
Master in Regional and Urban
Planning, 2018

UDEM
Monterrey, MX
B.Arch, 2013

Accreditations & Leadership

IAAC Summer School
Programming and digital
fabrication
Certification, 2017

Alejandra holds a bachelor's degree in Architecture from the University of Monterrey, a master's in Urban and Regional Planning from the University of California, Los Angeles, a master's in Architecture of Urban Design from University College London, and is currently pursuing a Ph.D. in Sustainable Urban Development from the University of Oxford.

Professional Experience

Office of: Office | Los Angeles, CA
Co-Founder, Director of Planning & Policy, 2021-current

Ciudad Kiosko | Monterrey, MX
Co-Founder, Civic Innovation & Public Space Lead, 2019 - 2021

LA-Más | Los Angeles, CA
Community Engagement & Design Fellow, 2017-2018

INFONAVIT | Mexico City, MX
National Assistant Manager of Urban Regeneration, 2013-2016

John Perfitt
180 South Citrus Avenue
Los Angeles, CA. 90036
(213) 321-1870
johnperfitt@mac.com

EDUCATION

Master of Arts, Business Administration/Management Information Systems
Loyola Marymount University, Los Angeles, CA., May 2001. Knight Ridder Fellowship Recipient. Grade Point Average of 3.67/4.00

Bachelor of Arts, Business Administration/Prelaw
Michigan State University, East Lansing, MI., August 1987

PROFESSIONAL EXPERIENCE

November 2011 – Current
Executive Director
Restore Neighborhoods Los Angeles (RNLA)
Los Angeles, California

Direct and manage a housing development organization implementing a \$140 million Neighborhood Stabilization Program in partnership with the City of Los Angeles. Create, implement, and manage multiple housing-related programs and initiatives aimed at mitigating the effects of foreclosure and creating new housing opportunities for low- and moderate-income households. Responsibilities include: management of 25-person staff, housing production, organizational development/governance, compliance, government relations, financial strategy, and administration.

January 2007 – Current
Adjunct Professor of Finance
University of Southern California
Los Angeles, California

Classroom instruction for economic development finance course taught to masters-level students at the Sol Price School of Public Policy. Duties include: economic development finance lectures, group projects/case studies based on current economic development projects, curriculum development, course administration, and jury review of annual comprehensive exams.

June 2011 – November 2011
Deputy Director/Housing Production
Restore Neighborhoods Los Angeles (RNLA)
Los Angeles, California

Management of a staff of 15 and implementation of all housing programs and processes for housing development organization. Responsible for achieving all production targets for \$140 million Neighborhood Stabilization Program. Specific responsibilities included: predevelopment, development, acquisitions, environmental clearances, tenant relocation, pre-construction, construction, marketing and disposition.

John Perfitt
180 South Citrus Avenue
Los Angeles, CA. 90036
(213) 321-1870
johnperfitt@mac.com

November 2007 – June 2011
Economic Development Director
City of Downey
Downey, California

Management of the economic development, building and safety, and housing divisions for local municipality. Responsible for creating, implementing, and managing the city's projects and initiatives aimed at growing the local economy and improving the housing stock. Specific responsibilities and projects included: management of a 20-person staff, economic development, redevelopment, negotiations, entitlements, affordable housing projects and programs, community development, and management and administration.

January 2005 – November 2007
Project Manager and Senior Real Estate Development Agent
Community Redevelopment Agency of the City of Los Angeles
Los Angeles, California

Management of all redevelopment activities for the Hollywood and East Hollywood Redevelopment Project Areas. Specific responsibilities included: project management of affordable housing and redevelopment projects and programs, management of a staff of seven, acquisitions, state and federal environmental clearance processes, land use entitlement, financial engineering, city approval processes, constituent outreach and support, and fiscal and project-specific financial analyses.

September 2003 - January 2005
Deputy Director of Redevelopment
City of Lynwood
Lynwood, California

Management of redevelopment, economic development, and housing initiatives for the City of Lynwood's Redevelopment Agency. Responsibilities included: management of seven-person staff, project management, annual work plan, city approval processes, environmental remediation, state and federal funding source administration, and constituent outreach and support.

March 2002 - September 2003
Redevelopment Project Analyst
City of Carson
Carson, California

Coordination, support, and financial analyses for multiple redevelopment and economic development projects and programs. Specific responsibilities included: project refinancing and restructuring, contract administration, tax allocation bond re-funding, new redevelopment project area adoption, Brownfields environmental remediation projects, and grant writing.

John Perfitt
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(213) 321-1870
johnperfitt@mac.com

June 2001 - March 2002
Planning and GIS Contractor
JP Group
Los Angeles, California

Geographic information systems consulting services. Services included: strategic mapping services and map management, data migration and management, and user training and support.

January 1998 - June 2001
Planning, Research and Administrative Fellow
Housing Authority of the City of Los Angeles
Los Angeles, California

Concurrent with masters study, worked full time with a large public housing authority providing the following: research, financial analyses, grant writing, support for implementation of major housing reform legislation, and integration of new planning and real estate reporting system.

May 1995 - September 1997
Economic Development Advisor
United States Peace Corps
Sisian, Republic of Armenia

Planned and implemented community-based economic development projects in a small town in the Republic of Armenia. Specific projects included: creation and management of a small business lending program, small-business incubator with first-ever Internet access, business training, and classroom instruction of economics and accounting at small technical college.

May 1991- January 1995
Business Development Specialist
Qualex/Eastman Kodak
San Leandro, California

Account management and coordination of all technical and marketing activities for micro labs located in retail stores within northern California territory. Responsible for the following: revenue targets, technical training, coordination of maintenance and system upgrades, environmental compliance, and development and implementation of regional and local marketing programs.

CERTIFICATIONS/SKILLS/AFFILIATIONS

- Certified Economic Development Professional - National Development Council
- Certified Bilingual in Armenian Language – Los Angeles Unified School District
- Certified Accounting Applications Professional – Microsoft Great Plains
- Board of Directors, Grand Performances, Los Angeles, CA

John Perfitt
180 South Citrus Avenue
Los Angeles, CA. 90036
(213) 321-1870
johnperfitt@mac.com

PROFESSIONAL REFERENCES

Helmi Hisserich
Assistant General Manager
Housing and Community Investment Department
City of Los Angeles
(213) 808-8662
helmi.hisserich@lacity.org

Marlon Boarnet
Director of Graduate Studies
Sol Price School of Public Policy
University of Southern California
(213) 740-3696
boarnet@price.usc.edu

Steve Masura
Former Director of Community Development/Consultant
City of Temple City
(310) 486-5285
masuraaicp@aol.com

Maurice Ramirez
Executive Vice President
AMCAL Housing
(818) 706-0694 x141
maurice@amcalhousing.com



Nous Engineering
nousengineering.com

Elizabeth Mahlow

P.E.
Principal
liz.mahlow@nousengineering.com

Education

Bachelor of Science in
Architectural Engineering
California Polytechnic
State University, San Luis
Obispo, 2006

Registration

State of CA P.E.
License #80463

Affiliations

American Society of
Civil Engineers (ASCE),
Member

Structural Engineers
Association of California
(SEAOC)

Association of Women in
Architecture and Design
(AWA+D)

University of Southern
California
Structural Studio
Consultant

California Polytechnic
State University
Graduate Thesis
Structural Consultant

Woodbury School of
Architecture
Structural Consultant,
Adjunct Faculty

Southern California
Institute of Architecture
Structural Seminar

Founding Partner of Nous Engineering, Elizabeth Mahlow is a Licensed Engineer with 15 years of professional experience in the construction industry, focusing on high-rise concrete construction, seismic design and special structures. Based in Los Angeles, she has managed large-scale, fast-track projects within the US and internationally.

Relevant Work

Community Center

California, USA – 6,000SF – In Progress – Project Principal

The project scope for the new ocean front community center included a full seismic retrofit of an existing single story URM building with a two level addition with roof trellis. Nous Engineering created a 3-D Point Cloud to verify existing conditions and assist the design team to work within the strict demolition criteria. Nous also assisted a fabricator design and attach a metal cladding system to existing North and East building walls. In order to retain entitlements, 50% of the existing building was required to remain in place during construction. Nous assisted the contractor with shoring and construction sequencing to achieve the strict requirements.

1205 Colorado Avenue

Santa Monica, CA, USA – 35,000SF – Completed 2018 – Project Principal

New special moment frames replace existing wall to allow for an expansive and open glazed storefront overlooking the expo-line. Existing masonry walls were strengthened with shotcrete to allow for multiple large new windows creating a naturally lit open program. Previously the home to the Santa Monica Seafood Warehouse, long span glulam beams experienced heavy moisture damage. A connection strengthening scheme was provided to maintain the visual impact of the glulam beams. Additional out-of-plane anchorage was provided throughout the space to satisfy mandatory seismic performance.

Delfina Foundation

London, England – 4,564SF – Completed 2014 – Project Principal

Nous Collaborative created a project brief with Delfina Foundation to realize their vision for their new residency, office and exhibition space. The Nous Collaborative team then organized and ran an architecture competition for the buildings design. The winning architectural scheme consisted of peeling back the layers of ornamentation and finish of the historic structure to expose the period craftsmanship of the buildings. The design also removed the center bearing wall included skylights in order to open up the spaces and bring in natural light. In addition to providing analysis and structural design for the removal of the primary load bearing wall joining the historic structures, Nous Engineering provided methodology of construction sequencing.

King Abdullah Financial District, Parcels 2.08, 2.09 & 2.14

Riyadh, Saudi Arabia – Completed 2010 - Project Manager

Situated in the heart of the Financial District development, Parcel 2.14 includes four levels of below grade parking, with a 2-story mosque, a 7 story residential tower, and a 26 story mixed use residential and office tower sharing the podium above the grade. As part of the first of the parcels developed, Parcels 2.14 and 2.09 served as fast-tracked case studies for the remaining development. Undertaken on the behalf of the Pension Authority of the Kingdom of Saudi Arabia, the Financial District is a new development with over 100 new parcels. Parcel 2.08 was a fast-tracked design and construction project to include 4 levels of below grade parking, a 7 story office tower, and a 16 story residential tower.



3 EXPERIENCE ON SIMILAR WORK

Office of: Office was founded in 2021 by former LA Más *Co-Executive Director* and *Co-Founder* Elizabeth Timme and *Affordable Housing Program Manager* Chazandra Kern, as a part of LA Más’ organizational restructuring efforts. **Now co-existing as two distinct organizations, Office of: Office is continuing LA Más’ past and present design & policy work.** This includes the continued program management of the Backyard Homes Project, a one-stop shop for an affordable ADU development pilot program. For the last several years, Office of: Office leadership has focused on ADUs as an exciting model for alternative housing development in the Los Angeles area and beyond.

Restore Neighborhoods L.A. started operations in 2010 to implement the City of Los Angeles’ Neighborhood Stabilization Program (NSP), through which RNLA acquired distressed properties, renovated them with energy-efficient features, and sold or rented them on income-qualified households. RNLA has developed, assisted or built more than 900 affordable units in the LA area. Recently, RNLA has expanded its work to include affordable ADUs, bungalow courts, naturally-occurring affordable housing, and multifamily development on smaller sites which traditional developers often consider infeasible for development. RNLA is the construction partner in the Backyard Homes affordable ADU project. RNLA has designed and permitted more than 20 ADUs over the last five years and has acute knowledge of local markets and local permitting processes. RNLA has also provided ADU consulting services to three Southern California cities, via a subconsultant contract with Southern California Association of Governments (SCAG).

OOO & RNLA have a diverse and interdisciplinary staff composed of architects, contractors, project managers, community organizers, and project managers. The team would work collaboratively with city staff and community stakeholders to establish ADU Plans that comply with all applicable laws and regulations, through a proactive process that will engage and inform the community. Our team’s work builds on our experience working with over a dozen unique neighborhoods across Los Angeles and includes the completion of 11 ADUs and 15 currently in progress.

A. ADU Design Experience

City of Los Angeles Accessory Dwelling Unit (ADU) Pilot Project

In partnership with the Mayor’s Innovation Team and Council District 1, our team members launched an **ADU Pilot Project** in tandem with the newly passed 2017 ADU state law. The pilot program tested the viability of ADUs as a housing strategy, and tested how an ADU could be contextually designed, affordably-built, and creatively-financed to inform future ADU policy. A homeowner of a single-family property in the historic Highland Park neighborhood in Northeast LA was selected to participate in the program, where a new two-story, two bedroom 1,000 sq ft ADU was completed. Our services included various levels of technical assistance including homeowner evaluation and selection, site evaluation, preliminary cost estimation, timeline coordination, market analysis, permitting, architectural design, and construction administration. RNLA provided



construction consultation support, and NOUS Engineering was the structural engineer of record. Throughout the duration of the ADU construction process, we provided the City of LA with ADU policy recommendations and process feedback that supported the production of a handbook to guide homeowners in building and permitting an ADU.

Affordable ADU Program Development & Implementation

The **Backyard Homes Project** is an affordable housing program focused on increasing the number of affordable rental units in residential neighborhoods by incentivizing the development of affordably constructed and contextual ADUs. This program offers homeowners a “one-stop-shop” for financing, designing, permitting, and constructing a new ADU in the City of Los Angeles that will be rented to a Section 8 tenant for 5 years. Chazandra has acted as project manager leading the applicant vetting, ADU design, and permitting. John has acted as the construction manager. For this program we designed and cost modeled (8) ADU plans as a design/build entity to fasttrack the pre-construction and design process and provide an all-in price-point for the entire project upfront. Participants in the program selected from one of the prototypes via our **ADU Manual** based on their budget and site. The Manual provided options for different floor plans, exterior style, product and material selections. Each plan comes with a baseline cost that includes consultant fees, permits, materials, labor, and more. Together OOO and RNLA provided streamlined ADU design, permitting, and led construction.

4 PUBLIC EDUCATION & MARKETING

A. Public Outreach, Education, & Marketing Experience

The OOO and RNLA team have vast and proven experience with crafting graphics/maps/infographics to communicate ideas and concepts effectively specifically for ADUs. The team produced all program marketing materials and managed program outreach for the Backyard Homes Affordable ADU Project. For the Backyard Homes Program, the team utilized our design expertise to translate the complex processes of ADU development and policy into digestible visual collateral that included a program participant guide/roadmap, Section 8 FAQ, ADU financing FAQ, and more. The team reached more than 1,600 people in-person through our marketing efforts. In total, the team worked with 15 city council districts, 18 neighborhood councils and many local grass-roots organizations, including real estate associations, homeless advocacy groups, and community-based organizations. We presented the Backyard Homes Program at public meetings, neighborhood councils and trade association gatherings. Other outreach included presentations, tabling, posting collateral in newsletters and social media. As previously referenced, the RNLA and OOO team will provide the City of South Gate with several valuable and accessible marketing materials that are both informational and practical: An ADU handbook, an ADU permitting checklist, and pre-approved ADU prototypes. These materials can be used with a variety of media and for many years to assist the City of South Gate with the promotion of ADU construction.



5 REFERENCES

Jason Neville

Office of the Mayor, Innovation Team
(323) 842-4573 / jasonsneville@gmail.com
LA Accessory Dwelling Unit Pilot Program
Start Date: 01/16
End Date: 05/16 (*Targeted: 06/16*)

Helmi Hisserich

Los Angeles Housing Department
(213) 400-2866 / helmi@lesardevelopment.com
Neighborhood Stabilization Program
Start Date: 01/11
End Date: 09/14 (*Targeted: 10/14*)

Christopher Hawthorne

Chief Design Officer, City of Los Angeles
(213) 978-8024 / christopher.hawthorne@lacity.org
LADBS ADU Standard Plan Program
Start Date: 07/20
End Date: 03/21 (*Targeted: 03/21*)

6 LETTER OF ACKNOWLEDGEMENT

We acknowledge that all plans, designs, schematics, renderings, diagrams, and other visual graphic work products completed by the Consultant, Subconsultant(s) and each of the team members for this project shall become the property and ownership of the City of South Gate. The Consultant, Subconsultant(s), and each team member relinquish any and all rights, including ownership, related to the work products. Additionally, we have carefully reviewed the contract agreement template and affirm our acceptance of the terms and conditions contained therein.

Hector Rodriguez AIA
Co-Founder & Director of Architecture
Office of: Office, Corp.

John Perfitt
Executive Director
Restore Neighborhoods LA, Inc.



7 BUDGET



Scope of Work	Timeline	Total Cost	Staffing					Sub Cost
			Lead	Wks	Hrs	Staff #	Hr Rate	
ADU Plans & ADU Design Manual								
Project Kick-off								
→ Prepare Memorandum	1 week	\$1,000	CK	1	2	1	\$100	\$200
→ Attend CMM #1 - Project kick-off & working session on ADU trends			CK	1	2	4	\$100	\$800
ADU Research and Analysis								
→ Conduct an ADU Policy Analysis	4 weeks	\$24,400	AG	6	120	2	\$100	\$24,000
→ Prepare & send Memorandum of ADU Policy best practices	1 week		AG	1	4	1	\$100	\$400
Guiding Concepts								
→ Set design criteria for the ADU Plans	2 weeks	\$4,000	HR	2	40	1	\$100	\$4,000
Plans & Design Manual								
→ Prepare schematic design drawings of (8) ADU types	4 weeks	\$54,200	HR	4	120	2	\$100	\$24,000
→ Prepare schematic Structural Analysis of (8) ADU types			LM	4	90	1	\$100	\$9,000
→ Prepare Memorandum of guiding concepts and ADU Plans	1 week		AG	1	4	1	\$100	\$400
→ Attend CMM #2 - Share ADU best practices, guiding concepts, & draft Plans			CK	-	1	2	\$100	\$200
→ Finalize ADU plans per feedback & draft the Design Manual	4 weeks		HR	5	100	2	\$100	\$20,000
→ Prepare Memorandum of ADU Plans, Design Manual & Marketing Material	1 week		AG	1	4	1	\$100	\$400
→ Attend CMM #3 - Review ADU Plans, Design Manual & Marketing Material			CK	-	1	2	\$100	\$200
Educational and Marketing Material								
→ Prepare & finalize Educational and Marketing Material	4 weeks	\$8,000	ET	4	40	2	\$100	\$8,000
Adoption of ADU Plans								
→ Attend City public meeting #1	1 day	\$500	CK	-	1	2	\$100	\$200
→ Attend City public meeting #2	1 day		CK	-	1	2	\$100	\$200
→ Attend City public meeting #3	1 day		CK	-	1	1	\$100	\$100
Phase Total	3 months	\$92,100						
ADU Customized Construction Plans								
→ Attend CMM #4 - Review identified property owners	1 week	\$133,800	JP	-	2	2	\$100	\$400
→ Prepare & conduct participant intake/evaluation plan Memorandum	5 months		JP	14	280	3	\$100	\$84,000
→ Complete & send TA process and findings Memorandum	1 week		AG	1	4	1	\$100	\$400
→ Prepare Structural construction plans for ADU building permits	5 months		LM	-	135	2	\$100	\$27,000
→ Prepare Architectural construction plans for ADU building permits			HR	-	110	2	\$100	\$22,000
Phase Total	12 months	\$133,800						
Education and Marketing Plan								
→ Prepare an Education & Marketing plan	8 weeks	\$23,800	AG	6	18	2	\$100	\$3,600
→ Attend CMM #5 - Confirm Education & Marketing Plan	1 day		AG	-	1	2	\$100	\$200
→ Conduct Education & Outreach including (4) Community Workshops	6 months		AG	24	96	2	\$100	\$19,200
→→ <i>(Optional Task) In-person meetings in lieu of virtual meetings</i>								
→ Complete & send outreach program Memorandum	2 weeks		AG	2	8	1	\$100	\$800
Phase Total	10 months	\$23,800						

TOTAL \$249,700



8 TIMELINE

